

## SAFE IN OUR ARMS: STRATEGIC PLAN 2010-2015



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## A MESSAGE FROM THE CHIEF OF POLICE

I am proud to present to you the Riverside Police Department's (RPD) five-year strategic plan that fulfills our community's vision for our department. This document is a road map for where we want to take the department, respecting our rich history and working together to uphold a higher standard for the community. I am proud to have guided this document to completion, but also quick to note that many good people -- sworn and non-sworn department personnel and many devoted community members -- provided input and insights that give this plan an additional perspective from the community. To everyone who took the time to get involved, I thank you.

In putting this plan together, we have rewritten our mission, vision and core values statements to reflect our current philosophy. By encouraging community members to get involved, we can continue to provide for a safe and secure city through an innovative and proactive community policing approach that has lowered Part I crimes by 22 percent from 2005-2009. Our four Neighborhood Policing Centers and increased understanding of and commitment to community policing have put us in closer contact than ever with the community we serve. We've improved our technology, increased our training opportunities and maintained our vow to hold ourselves to the highest levels of accountability.

Moving forward, RPD is building on success, both from previous years and previous decades. We have a proud tradition of integrity, service and excellence in the department, but also a renewed commitment captured in a portion of our new mission statement that reads, "We are a Force for Good." This embodies our dedication to protecting the constitutional rights of all people, increasing our sense of purpose and providing the community with ways to measure our performance.

I encourage you to examine this strategic planning document closely because it will impact how we protect you, your family and your business as well as provide a guiding compass to our department and city leadership. It will help you understand why we make the decisions we make, where our priorities are and how you can join us in keeping Riverside a safe and secure city. RPD is actually "OUR" PD and I look forward to working with you and the community to make the goals in this plan a reality.

Sincerely,

SERGIO G. DIAZ  
Chief of Police



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## MISSION STATEMENT



### WE ARE LEADERS

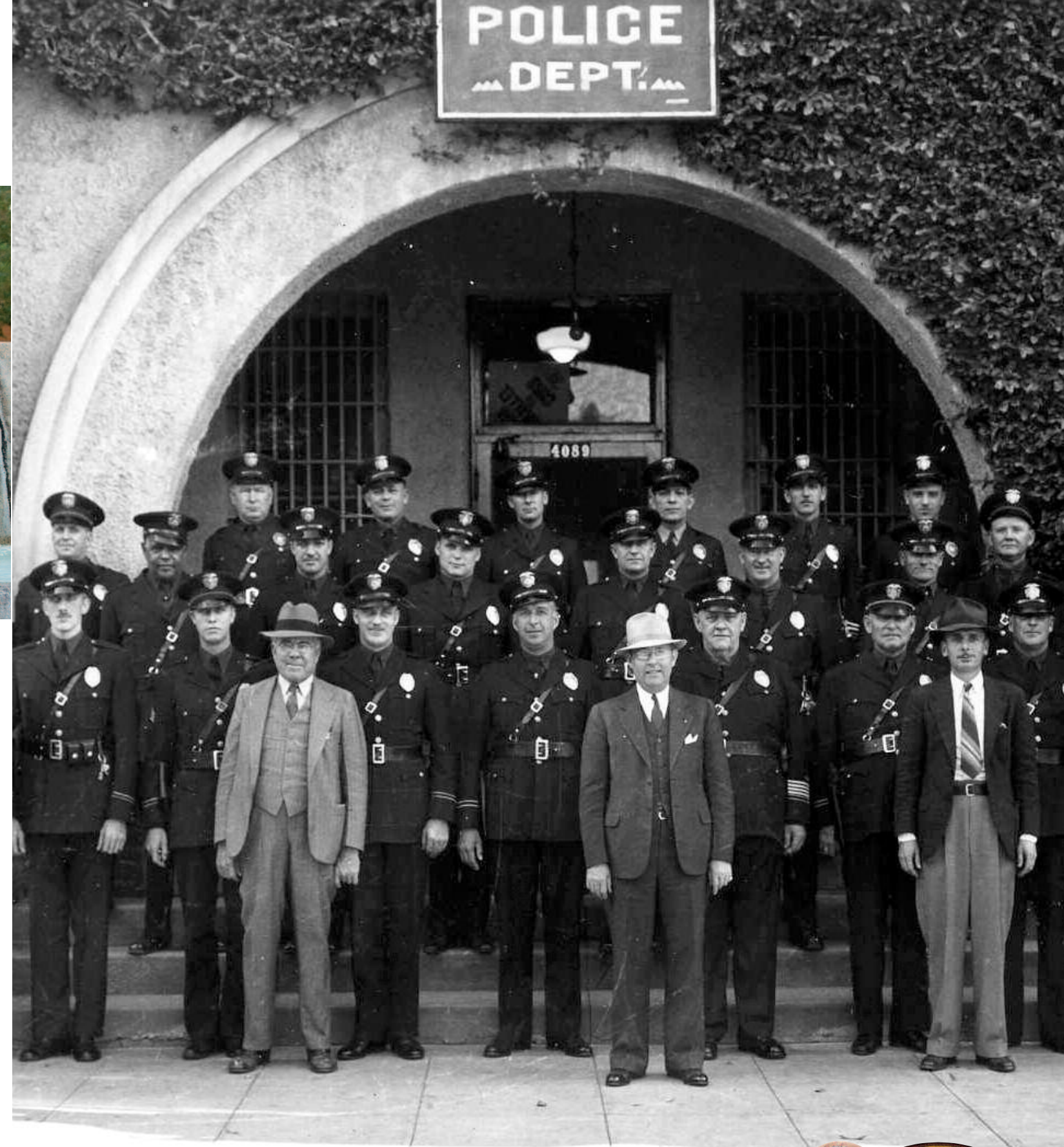
We dedicate ourselves to becoming leaders in the police profession. We are committed to developing innovative solutions to the challenges we face and to becoming the best law enforcement agency in the nation. We recognize that our fellow employees and our community are our most treasured assets.

### WE ARE THE COMMUNITY

We devote ourselves to being part of the community we serve through improved communication, greater partnerships and a shared commitment to neighborhood safety. We embrace the principles of community policing, as we seek the participation of law-abiding citizens to reduce crime, the fear of crime, and the perception of crime.

### WE ARE A FORCE FOR GOOD

We commit ourselves to securing and maintaining public safety through the dedicated efforts of police officers and civilian employees who are trained and equipped to reduce crime and foster public confidence in a respectful, efficient and ethical manner. We respect the Constitutional rights of all people to liberty, equality and justice.



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## VISION STATEMENT

The Riverside Police Department will be a pre-eminent law enforcement agency  
BASED UPON A FOUNDATION OF INTEGRITY, SERVICE, AND EXCELLENCE.

WE WILL SERVE AS AN EXAMPLE FOR OTHERS, in word and deed, setting the  
standard for American policing.

WE WILL PARTNER WITH THE COMMUNITY, TO HELP SOLVE THE PROBLEMS  
of crime and social disorder, and to enhance neighborhood livability.

WE WILL CAPITALIZE ON OUR STRENGTHS as a diverse work force  
and community to make this vision a reality.



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## CORE VALUES

### INTEGRITY

We do what is right even when no one is looking. We pledge to uphold the core principles espoused in the Police Officer's Code of Ethics. We utilize this code as our moral compass, guiding us to make proper choices. We recognize the ideals of integrity are inseparable from several other characteristics:

#### ACCOUNTABILITY

We do not try to shift the blame to others or take credit for the work of others.

#### COURAGE

We have moral courage and we do what is right even if the personal cost is high.

#### HONESTY

We do not lie, cheat, or steal nor tolerate those among us who do.

#### HUMILITY

We encourage feedback and input from all directions of the organization and community.

#### RESPECT

We respect all people without personal prejudice, bias or favoritism.

### SERVICE

We make personal sacrifices in order to assist those in need. We promote the idea that professional duties and responsibilities take precedence over personal desires. We practice such service in the community, as well as in the police department, placing the welfare of others over self.

### EXCELLENCE

We do the best possible job at all times. We have a passion for continuous improvement and innovation. We recognize that our continued momentum will propel the Department to long-term accomplishments and high performance. We understand that we will only achieve such excellence when the members of the Department work together to successfully reach common goals in an atmosphere free of fear, inspiring individual growth and preserving dignity.



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## SUMMARY

The Riverside Police Department's five-year strategic plan is a continuation of the Department's improved performance, along with new programs and metrics designed to address the challenges we will face in the future. It sets a new standard of integrity, service and excellence for each employee to benefit the community.

The ability for the police department to evolve and thrive in a changing environment will be the key to effective law enforcement services in the future. This plan and its strategic goals represent this ongoing process to uphold the highest standards of a best-practices organization.



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# THE STRATEGIC PLANNING PROCESS

In 2009, the Department's Audit and Inspection Bureau began organizing the strategic plan through 2015. To gain input from stakeholders, an Internet survey was created for the community; a one-day strategic planning meeting was conducted for the management team, and city leadership was consulted along with several community groups. In total, 330 people participated from outside of the police department. Results from this outreach provided direction for the new plan.

The creation of a new five-year strategic plan provides an opportunity for the police department to:

- Refine organizational direction and purpose.
- Identify issues and set priorities.
- Continue a culture of inclusion by seeking input from stakeholders.
- Focus resources on specific target areas.
- Create a framework for budgets and operations.
- Enhance internal coordination through mutual goal determination.
- Establish accountability for achieving goals.

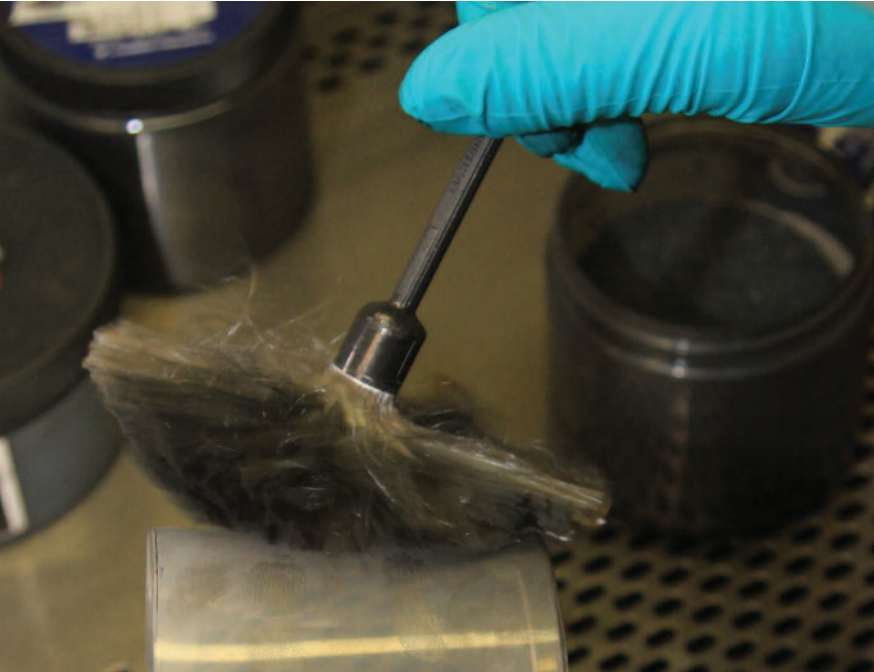
The plan emphasizes the community policing approach the department is taking to provide a safe and secure city. This is an important element of the plan, as these are the ideals that will guide the Department into the future. The following five goals were established with expansion of community policing methods.



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## STRATEGIC GOAL #1



### REDUCE CRIME, THE FEAR OF CRIME, AND THE PERCEPTION OF CRIME IN OUR COMMUNITY

- Hire and train 30 new police officers to fill vacant positions.
- Hire and train 10 new civilians to fill vacant positions.
- Increase the number of police officers assigned to the Patrol Division.
- Reinstitute the Police and Corrections Team (PACT).
- Develop and implement a means to reduce gang crimes.
- Purchase, train, and deploy a narcotics dog for the Investigations Division.
- Develop and implement a volunteer Mounted Posse Unit.
- Develop and implement an organized retail crime association.
- Identify and implement a mechanism to track pawn shop and second hand dealer transactions.
- Increase traffic education and enforcement.
- Research, purchase and deploy new technologies to assist in criminal investigations.



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## STRATEGIC GOAL #2



### INTEGRATE THE IDEALS OF COMMUNITY POLICING THROUGHOUT THE DEPARTMENT

- Develop and implement a Community Services Bureau in the Chief's Office.
- Restructure the Crime Free Multi-Housing program to include greater participation by the Community Services Bureau, Neighborhood Policing Centers and Patrol Division.
- Successfully host the 2013 International Crime Free Multi-Housing Conference.
- Reinstitute the Citizens' Police Academy.
- Develop and implement a newsletter to share information with police personnel and community members.
- Enhance the Department's volunteer program.
- Develop and implement a means to involve the Communications Bureau in the police department's community policing efforts.
- Publish the police department's new policy manual on the Internet for the public.
- Enhance the relationship between the police department and the Community Police Review Commission.
- Expand the Police and Clergy Partnership program to gain citywide representation.



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### STRATEGIC GOAL #3



#### DEVELOP AND MENTOR PERSONNEL TO ENSURE THEY ARE PREPARED TO LEAD THE DEPARTMENT.

- Decentralize the discipline process, giving greater responsibility to members of command staff and middle management.
- Increase the number of supervisors who attend the P.O.S.T. Supervisory Leadership Institute (SLI) and Leadership Riverside.
- Increase the number of managers who attend P.O.S.T. Command College, Senior Management Institute for Police (SMIP), West Point Leadership, Leadership Riverside and the FBI National Academy.
- Develop and implement in-house leadership training.
- Develop and implement a program to rotate Field Training Officers to investigative assignments to increase experience and further development.
- Develop and implement an in-house mentoring program for new employees.
- Develop and implement regular promotional seminars for all employees.



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## STRATEGIC GOAL #4



### ENHANCE THE DEPARTMENT'S SERVICE TO YOUTH

- Create a non-profit police foundation to provide funding for police programs.
- Develop and implement a juvenile intervention program for at-risk youth.
- Develop and implement a police internship program for college and high school students.
- Develop and implement a Citizens Academy for youth.
- Continue to support and enhance the Explorer Program.
- Continue to support and enhance the Youth Court Program.
- Continue to support and enhance Traffic Safety programs for youth.



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## STRATEGIC GOAL #5



### ACHIEVE OPERATIONAL EXCELLENCE AND EFFICIENCY

- Recruit and hire an assistant chief of police and deputy chief of police to strengthen the executive command staff.
- Reorganize the command structure to provide for unity of command and unity of purpose.
- Relocate the Communications Bureau from the Orange Street Headquarters to the Magnolia Street police facility.
- Relocate the Orange Street Headquarters from its current location. Relocate specified Records Bureau personnel to the Lincoln Street police facility to maximize workflow.
- Rewrite the police department's policy manual to reflect best policing practices.
- Conduct a comprehensive staffing audit to determine the appropriate level of personnel resources are allocated for each Division.
- Develop and implement a plan to provide radio interoperability among Riverside area public safety agencies.
- Develop and implement a means to increase the use of Retired Annuitants to reduce the cost of personnel.
- Develop and Implement an administrative appeal process for items that may constitute punitive action.
- Develop and implement a more effective and efficient case management tracking system.
- Develop and implement a Police Officer Reserve program to augment current personnel resources.



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## COMMUNITY POLICING

The principles and application of **community policing** have been a gradual **evolution** in the Riverside Police Department. It is important to continue this trend and to provide a **clear vision** of community policing in order to provide employees and the community with the **expectation** that community policing will be continued, and **enhanced**.

The Riverside Police Department defines community policing as a **philosophy and an organizational strategy** that allows the police and the community to work closely together in new ways to solve the problems of crime, social disorder, and neighborhood livability. This philosophy is based on the idea that law-abiding people in the community deserve input into the policing process in exchange for their participation and support. It also rests on the belief that **solutions** to community problems demand **cooperation and communication** between both citizens and the police to explore **creative, new ways** to address neighborhood concerns beyond the narrow focus of individual crime incidents. This integrated process involves citizens, police, and a host of private and governmental agencies. Each of these endeavors revolves around the concepts of **community engagement**, partnership and problem solving.

Community policing for the Riverside Police Department involves every member of the police department, sworn and civilian, working with the community to fight crime and address **quality-of-life** issues. Community policing treats law-abiding people as partners based on **mutual respect and trust**.

The Riverside Police Department applies its community policing philosophy within the four Neighborhood Policing Centers (NPC). This model allows the department to be more responsive to neighborhood issues and to create an atmosphere of **collaboration and partnership** with the residents it serves. This has been a tremendous **success in reducing crime**, solving quality of life issues, and increasing trust between the police and community. It demonstrates the best practices and principles of community policing. However, it is isolated within the NPC structure. One of the **challenges** for the future is provide a means for all police personnel to routinely practice the principles of community policing to **fight crime** and make neighborhoods more livable. This issue is addressed in the plan under Goals 2, 4 and 5.



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# FUTURE CHALLENGES

Over the next five-years, the policing profession will face a number of challenges that will require creative solutions. While the impacts of these issues are not completely known, it is important to consider them to properly mitigate the impact they may have on police services in the Riverside community. Among these challenges are the economic recession, homelessness, early prisoner release, employee development/ training needs, and succession planning. These challenges have been considered within the strategic plan and whether the challenge is external or internal they have been defined as having an impact to the community.

## ECONOMIC RECESSION

Because of the current economic climate, all facets of government have found it necessary to reduce their budgets. Impacts on the Riverside Police Department have been dramatic. There are currently 63 unfunded positions, saving the city \$7.2 million in personnel costs.

Most of the overall costs for the police department are related to its personnel. To offset this issue, the police department will initiate hiring retired annuitants (those already retired from the PERS system which helps avoid the additional costs of benefits).

A \$2.5 million grant from the Department of Justice, Office of Community Oriented Policing Services (COPS) was awarded, which will allow us to hire 13 new police officers. This was the second highest grant amount awarded in the state of California. Additional grants like this one will be sought to support the hiring of additional personnel over the next five years.

In addition to personnel budget challenges, to partially offset these financial constraints, the police department will establish, as part of this strategic plan, two federal government-purchasing programs that assist local law enforcement in obtaining equipment and material. These programs enable agencies to purchase items on federal contracts at substantial discounts, or obtain surplus equipment at no cost.

## EARLY PRISONER RELEASE

As a result of a lawsuit mitigating prison overcrowding, over the next three years, the state of California has been mandated to release over 33,000 inmates early. While the details of the early prisoner release program are pending, the police department is proactively working on a plan to address this issue.

With the added hiring of police officers from the COPS grant, the police department will reinstitute the Police and Corrections Team (PACT) to handle the growing number of parolees released from prison in the coming years. A partnership has been created with the local probation and parole offices to combine efforts for greater efficacy. Two probation officers will be assigned to this team on a full-time basis. This team will have the responsibility of maintaining the proper oversight necessary to deter the city's parolee population from reoffending, along with apprehending those parolees who break the law.

## HOMELESSNESS

Homelessness is one of the nation's most visible social problems. The police are called upon to assist in the resolution of a full spectrum of issues relating to homeless issues in the community. To provide the proper response to calls for service and assistance, our department must bridge the gap for often challenging and competing interests of social service providers, business owners and the homeless community. The budget shortfalls at all levels of government will have a profound effect on them.

Financial support that funds programs for needy and low-income families may be greatly reduced over the next five years. Likewise, many charitable organizations that have traditionally provided human services will continue to struggle with a slow economy, which results in reduced donations and monetary support. It is projected that the combination of these two events will increase the homeless population in Riverside.

However, with enhanced community policing methods and additional COPS funding, work will continue with community groups, homeless outreach teams, and other government agencies to assist with minimizing these impacts as best as possible.







## FUTURE CHALLENGES

### EMPLOYEE DEVELOPMENT AND TRAINING

An effective law enforcement organization must have a team of employees that exemplify the best practices of the department and are capable of protecting human life, preserving constitutional rights, along with being sensitive to cultural differences in the community.

To keep pace with societal changes, the men and women who provide police service in the city of Riverside must be able to utilize the latest legal decisions, and new technology, as well as maintain a high degree of proficiency in self-defense. All while responding to potential threats of terrorism and exposure to traumatic and life-threatening incidents.

To prepare these team members, cross-training, mentorship, human and budgetary resource management are key to success. Riverside Police Department employees are among the best in law enforcement and we are confident that our staff will be ready for tomorrow's challenges. Their continuous development and ongoing advancement is critical to the future success of the organization, as referenced in Goals 3 and 5.

### SUCCESSION PLANNING

When employees leave the police department there is always a loss of institutional knowledge. This reduces the overall efficacy of the organization. The most profound loss occurs when the departing employees are managers who have worked their way up through the ranks in varied assignments, amassing an untold amount of information along the way.

As in many organizations throughout the country, the rate of employee attrition is cyclical and may be impacted by many variables. For the Riverside Police Department, the rate of attrition for supervisors and managers over the life of this strategic plan will be substantial.

Within the command staff, all eight of its members (Chief, Assistant Chief, both Deputy Chiefs, and all four Captains), along with 14 of the 23 lieutenants and civilian managers will be eligible for retirement in the next five years. Additionally, 12 of the 25 civilian supervisors and 28 of the 49 sergeants will also be eligible for retirement. In total, within these 105 positions, 59%, of the current job holders will be eligible for retirement before 2015.

The police department must compensate for the loss of key personnel to ensure the continued effectiveness and overall health of the organization. To do this, the development of all personnel will be necessary to adequately prepare each employee for greater responsibilities. This may be successfully done through POST courses, in-house training, department mentoring, and outside training seminars which are activities that support Goals 2, 3 and 5.



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## HONORING RIVERSIDE'S FALLEN OFFICERS

2010 RYAN PATRICK BONAMINIO

Ryan Bonaminio lost his life while serving as a police officer in his hometown. After serving two tours of duty in support of Operation Iraqi Freedom, his military unit members remembered him as "Bones". He was a loving son and brother, who was loyal to his country, community, police department and family. His heroism and service is honored and exemplified each day by those who continue to serve Riverside.

2001 DOUG JACOBS, III

1998 CLAIRE NICOLE CAROLYN CONNELLY

1982 DENNIS CHARLES DOTY

1982 PHILIP N. TRUST

1974 LARRY EUGENE WALTERS

1973 WILLIAM C. PRETTYMAN

1971 LEONARD A. CHRISTIANSEN

1971 PAUL C. TEEL

1944 ARTHUR SIMPSON

1940 EDWARD A. BERTINO

1938 CLINTON BURTNER

1917 DEL MACINTYRE

1912 JOHN BAIRD

"I will protect the Right, Lives, and Property of all citizens and uphold the honor of the Police Profession, with my life, if need be."

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## POLICE OFFICER CODE OF ETHICS

As a law enforcement officer, MY FUNDAMENTAL DUTY IS TO SERVE THE COMMUNITY; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence, or disorder; and to respect the constitutional rights of all to liberty, equality, and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not BRING DISCREDIT TO ME OR MY AGENCY. I will maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others.

HONEST IN THOUGHT AND DEED IN BOTH MY PERSONAL AND OFFICIAL LIFE, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, political beliefs, aspirations, animosities, or friendships to influence my decisions. With no compromise for crime, I WILL ENFORCE THE LAW COURTEOUSLY AND APPROPRIATELY without fear or favor, malice, or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE THE BADGE OF MY OFFICE AS A SYMBOL OF PUBLIC FAITH, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I KNOW THAT I ALONE AM RESPONSIBLE FOR MY OWN STANDARD OF PROFESSIONAL PERFORMANCE and will take every reasonable opportunity to enhance and improve my level of knowledge and competence. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession – Law Enforcement.



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